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ABSTRACT

This book, which focuses on actual practitioners' experiences, outlines a systematic approach to improving individual workers' performance as part of an overall strategy for organizational change. Frameworks are provided for conceptualizing and implementing exemplary training practices. In addition, steps in achieving the practices and pitfalls to avoid are outlined, and actual outcomes are examined. The following topics are covered in the book's introduction and 10 chapters: the principles of competency-based performance improvement; a model for creating competency-based performance improvement in organizations; needs analysis, assessment, and planning in a competency-based format; concepts and methods for developing competency models; creating a competency-based curriculum plan; designing and developing competency-based learning interventions; tracking the performance of the subsystems; competency-based training at Tektronix, Inc.; the managers-of-managers program; competency-based leadership development at the Defense Mapping Agency; and competency-based management development for senior managers at the New England Telephone Company. Twenty-six figures are included. (MN)

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